SOLICITOR GENERAL'S TASK FORCE

ON

MUNICIPAL POLICE TRAINING

FINAL REPORT

APRIL 1990

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SUMMARY OF RECOMMENDATIONS

The Task Force recommends:

1. That a standard screening device be utilized within this province in order to reduce the high cost associated with the evaluation of applications for the recruit program at the Atlantic Police Academy.

2. That the cadet training program be reduced in length to bring the program more in line with those offered in other jurisdictions. Specific subject matter should reflect that presented in the Proposal for Recruit Training, developed by the Nova Scotia Police Commission.

3. That each recruit be supervised during the field training component by a qualified trainer (i.e. an officer who has completed the Supervisor-Level 1 course).

4. That effective immediately, any new part-time employees must meet the qualification standard, which standard shall be developed by the Nova Scotia Police Commission and incorporated in regulations to the Police Act. Existing part-time employees will be required to achieve the standard within a two year period. In order to accommodate the special needs of smaller forces, it is recommended that a bank of qualified part-time officers be established on a regional basis.

5. That the training plan for municipal police officers, as approved by the Task Force, be adopted as the "minimum compulsory training continuum" specified in the Police Act Regulations.

6. The endorsement of the force continuum, and that each officer in the province receives the required training as soon as possible.

7. That the province continue to make use of the Canadian Police College for management and specialist courses. However, if the College continues to be unable to meet the increasing need for management and specialist courses, the Task Force recommends the use of other educational institutions to augment the C.P.C. courses.

8. That the Nova Scotia Police Commission consider the feasibility of expanding the in-province course offerings.

9. That the province, through the Nova Scotia Police Commission, develop an enhanced capacity to provide in-service training within the province on a regional basis.

10. That the continued involvement by the province in a training partnership with the other Atlantic provinces must be contingent upon a formal recognition of the role of the participating provinces in directing the operation of the Atlantic Police Academy.

11. That a Board of Directors of the Atlantic Police Academy be established, composed of provincial representatives, which would assume responsibility for the Academy's program.

12. That continued participation by Nova Scotia in the Atlantic Police Academy should be contingent upon the acceptance of the following terms and conditions:

    A) Guarantee that the financial contribution required will not exceed specified maxima.

    B) Agreement that the Atlantic Police Academy will be operated as an independent police training facility, directed by a Board of Directors, appointed by the four Atlantic provinces.

    C) Commitment to deliver the level of training recommended by the Solicitor General's Task Force on Municipal Police Training.

    D) Commitment by the province of Prince Edward Island to fund operating costs and whatever construction is required to provide adequate facilities for the operation of the Academy.

13. Acceptance of the Marshall Commission recommendations regarding the need to improve the calibre of the existing police training program in the area of minority sensitization training, supervisory/management training and investigatory skills. And further that the Nova Scotia Police Commission be given significant resources to develop these programs.

14. That the Police Commission be given the necessary resources to maintain the data base on municipal police training, through the on-going operation of the system designed by the Task Force.

15. That the respective provincial and municipal contributions toward the cost of police training be negotiated between the Departments of Solicitor General and Municipal Affairs, and the Union of Nova Scotia Municipalities.

16. That the following principles be reflected in the terms of reference for the negotiations:

    A) The recognition that policing is a municipal responsibility.

    B) The recognition that costs associated with meeting the compulsory training continuum will be a financial burden and difficult for some municipal units to finance on their own.

    C) Provincial assistance designated for training should be provided within the framework of a comprehensive policing plan for the province.

D) The funding negotiations should be viewed in the overall context of the joint Union of Nova Scotia Municipalities/Department of Municipal Affairs Task Force process, and include the Department of Solicitor General.

E) Provincial funding assistance should only be made available until police personnel achieve the compulsory training standard, after which municipal units will absorb ongoing training costs.

17. That costly specialist training be offered selectively to ensure that specialists are available on a regional as opposed to a local basis, if appropriate.

18. That each police department be required to submit to the Nova Scotia Police Commission an annual training plan consistent with the requirements specified in the minimum compulsory training continuum, and in accordance with the manpower constraints of the individual department.

PREFACE

In November 1987, as part of a major restructuring of provincial government ministries, a new Department of Solicitor General was created with responsibility for matters relating to law enforcement and corrections. In outlining the direction that would be taken by the new Department, the February 1988 Speech from the Throne indicated government commitment to *"the development of a comprehensive training and education plan for municipal law enforcement officers."*

In order to ensure appropriate input from a cross-section of knowledgeable individuals/agencies in the formulation of the training plan, then Solicitor General, the Honourable Ronald S. Russell, appointed a Ministerial Task Force on Municipal Policing Training in May, 1988. Members of the Task Force are as follows: Nadine Cooper Mont (Chair), Deputy Solicitor General; Staff Sergeant Gordon Legge, Halifax Police Officers and N.C.O.'s Association; James Crosby, Canadian Union of Public Employees; Professor David Perrier, Saint Mary's University; Marion Ross, Union of Nova Scotia Municipalities; George Smith, Nova Scotia Police Commission; Catherine McPhee, Department of Municipal Affairs; Joseph Ross, Police Association of Nova Scotia; Del Crowell, Nova Scotia Chiefs of Police Association; Stephen Kinnaird, Advisory Committee on Atlantic Police Academy; Kathleen M. Waters, Department of Solicitor General.

The Task Force was provided with the following terms of reference:

1. To determine the status of the current level of training received by municipal police officers.

2. To develop a model for compulsory police training by establishing a course continuum for all levels of a police officer's career.

3. To evaluate existing mechanisms for the delivery of police training.

4. To review provincial/municipal cost-sharing mechanisms for police training.

5. To identify and evaluate alternatives for the delivery of police training.

In December 1988, the Task Force submitted an Interim Report to the Solicitor General. The report was then circulated to all Chiefs of Police, Mayors and Chairmen of Boards of Police Commissions of the 26 municipal forces. During the months of February and March 1989, the Solicitor General, the Honourable Neil LeBlanc undertook a series of consultations with Mayors, Boards of Police Commissions and Chiefs of Police of each municipal unit which operates its own police force.

The Task Force in preparing its final report, considered the comments and recommendations presented during these consultations. In addition to the very useful input provided during these provincial-municipal meetings, the Task Force wishes to acknowledge the special assistance provided by Al Swim, Nova Scotia Police Commission, Christine Mosher and Audrey Harmer, Department of Solicitor General.

1. INTRODUCTION

The task of policing has become increasingly complex in recent years. Pressure for change in the traditional role of the police officer has come from the public, police governing authorities, and from within the ranks of police organizations themselves.

The legislative framework for law enforcement has been altered to a significant degree by the Charter of Rights and Freedoms, the Young Offenders Act and various Criminal Code amendments. The police role of crime control and order maintenance has expanded to include greater emphasis on crime prevention and community service functions. More sophisticated forms of law breaking on the part of the white collar criminal have necessitated increased reliance on advanced forensic technology and computers by specialists within the policing environment. The escalation in the use of drugs such as cocaine and crack has resulted in more unpredictable forms of criminality and greatly increased the dangers inherent in police work.

The changing police environment has significant implications for training. The cadet must be provided with a broad-based understanding of an increasing number of diverse subjects to be able to respond to the community's demands. Innovations in policing strategies and techniques require that police officers participate in career-long training in order that they may demonstrate flexibility in responding to changing demands from the community.

Police managers require specialized training to enable them to deal effectively with a broad range of stakeholders with diverse and sometimes conflicting interests; i.e. boards of police commissioners, the public, unions and the new breed of better educated police officers who are entering the profession.

Rapidly emerging policing issues require that training be structured in such a way that it can be mobilized quickly and delivered in a cost-effective manner.

Within Nova Scotia, criticisms have been voiced from several quarters that the training currently being provided to police officers is not adequate to meet the increasingly complex demands associated with policing in today's society. For example, the Royal Commission on the Donald Marshall Jr. Prosecution specified a number of shortcomings in existing police training programs and presented some remedial recommendations. Although focusing on the need for improved minority sensitization programs and affirmative action to increase minority representation on police forces, the Commission also recommended enhanced training for police managers, and increased emphasis on basic and advanced training in police investigatory techniques.

2. DELIVERY OF POLICE TRAINING

There are approximately 750 police officers serving in 26 municipal police departments across the Province (Appendix A). Policing of areas outside of these cities and towns is provided by the R.C.M.P. under terms of provincial or municipal policing agreements. Section 12 of the Police Act (R.S.N.S. 1989, c. 348) assigns to each municipality the responsibility for *"maintaining an adequate police force at its expense in accordance with its needs"*, and details the methods by which this responsibility may be discharged. Responsibility for establishing police training standards is given to the Nova Scotia Police Commission according to Section 7 of the Police Act which provides that the Commission, *"May ... develop and approve a municipal police training program extending from the basic recruit course through all levels of in-service training including specialized courses and those embracing management, supervision and police administration"*.

The majority of municipal police officers currently receive their training at the Atlantic Police Academy. In 1971 the Province of Nova Scotia, in co-operation with the Provinces of New Brunswick and Prince Edward Island entered into an agreement with Holland College to establish the Academy in Charlottetown, P.E.I. for the training of municipal police recruits and serving officers. In 1983, Newfoundland became a party to the agreement. The provincial share of the approved operating budget for the Academy is based on enrolment (number of training days multiplied by the per diem for that year).

Senior police management courses and specialized training are provided at the Canadian Police College (C.P.C.) Ottawa and other police training facilities such as the Ontario Police College. In addition, breathalyzer courses for municipal officers are conducted locally by the R.C.M.P. assisted by qualified municipal police officers. In other cooperative training ventures one municipal force may invite neighbouring forces to participate in in-house training programs. The Nova Scotia Police Commission has developed and co-ordinated the delivery of in-province training programs, such as the Firearms Training System (FATS) and Arrest Control Tactics (A.C.T.)

3. CONCERNS TO BE ADDRESSED

Over the past ten years, increasing concern has been voiced regarding the extent to which existing mechanisms for the delivery of police training are meeting perceived requirements. Criticisms of the status quo focus on such issues as:

* Lack of control exercised by the Province in the determination of its financial contribution to the Academy (the Nova Scotia contribution has increased 74% from $222,561 in 1978/79 to $388,223 in 1988/89).

* Insufficient acknowledgement of provincial input into the quality of the program offered at the Academy in terms of course content, duration and scheduling; teaching staff complement; student accommodation; and overall training philosophy. Inadequate evaluation procedures for monitoring course quality.

* Difficulty experienced by municipal forces in funding participation of their officers in in-service training provided by the Academy.

* Insufficient spaces allocated to Nova Scotia to meet the current need for specialized/senior management courses offered at C.P.C.

* Wide variations between forces in training levels of officers due to lack of compulsory training continuum.

* High costs borne by each cadet (i.e. approximately $6,000) for recruit training.

Throughout the past decade, a number of initiatives have been undertaken in order to address these problems, and to recommend more cost-effective mechanisms for the delivery of police training. In 1979 the Municipal Police Training Advisory Council, appointed by the Nova Scotia Police Commission, prepared a Municipal Police Training Plan for Nova Scotia. The Plan outlined a standard compulsory continuum of minimum training for all municipal police officers, and recommended that the Atlantic Police Academy be transferred to the campus of Saint Mary's University. The Plan also called for the Province to pay all training costs associated with compulsory training courses at the Academy, and that a system of training grants be developed to defray replacement costs for officers attending courses.

The Plan was submitted to Policy Board on a number of occasions between 1979 and 1985, but the recommendations were never accepted. In 1981, at the request of Policy Board, the Department of Municipal Affairs conducted a cost analysis of the Plan, concluding that the Saint Mary's option was the most cost-effective. Despite the criticisms and recommendations for its relocation, the Atlantic Police Academy remains the major training facility for police recruit and in-service training for the Atlantic Region.

4. DEVELOPMENT OF A MINIMUM COMPULSORY TRAINING CONTINUUM

Regulations made pursuant to the Police Act require that the Nova Scotia Police Commission *"establish a minimum compulsory training continuum for municipal police members"*. It is recognized that law enforcement training in the 1980's must reflect the changing nature of policing and the new demands being made of police officers, while not neglecting the more traditional enforcement skills that are still germane. A commitment must also be made to career-long learning to ensure that officers continue to be exposed to new concepts and techniques as they progress throughout their career.

In order to undertake the task of recommending an optimum training continuum, the Task Force examined the program requirements developed by the Nova Scotia Police Commission. The proposal was circulated to police chiefs and line officers through their designated representatives. Evaluations of existing programs were conducted via a questionnaire developed by the Task Force. Course evaluations were requested from the Atlantic Police Academy for the past three years. Relevant studies of police training in the Atlantic Region (notably the 1987 MacCormac Report* on the Atlantic Police Academy) were also reviewed.

Result of Review

(a) Screening

With the enactment of the Regulations to the Police Act, forces are now required to adhere to the minimum standards provided in the document, 'Recruiting and Selecting Procedure for Municipal Police Officers in Nova Scotia', developed by the Nova Scotia Police Commission. The Task Force believes that adherence to these guidelines will result in the hiring of more highly qualified and competent law enforcement officers throughout the Province. It should be noted that acknowledgement is made in this recruitment policy of the need to attract members of racial and ethnic minority groups to the ranks of the law enforcement community. The Task Force believes that increased representation of visible minorities will serve to promote better relations between the police and minority communities.

In Nova Scotia, some individuals wishing to pursue a career as a police officer enroll in the Atlantic Police Academy at their own expense, without a guarantee of a job. This practice is at variance with that of provinces outside the Maritimes, in that elsewhere recruits are first hired by a police force and then sent for recruit training. The Task Force did not view this policy as being practical for Nova Scotia, as a number of police forces indicated that they could not accurately predict the number of positions they would require during the upcoming year. Because of the fluctuating demand, the Task Force believes it is advisable that there be a 'bank' of trained police officers. The officers would not be employed by one specific force but available on a regional basis for placement in any force within the region to respond to this fluctuating demand and to provide cover-off for regular employees absent for training or on leave.

* MacCormac, D. G. "The Atlantic Police Academy - Its Staff - Staffing Needs", Charlottetown: May 1987.

Until 1989, the Academy used a cumbersome and expensive process for recruit selection. Because no pre-screening examination has been used, approximately 500 applications per year from Nova Scotia are reviewed in detail. It was agreed by the Atlantic Police Academy Executive Committee that provinces would assume responsibility for screening applications as of 1989. Therefore, it is recommended **that a standard screening device be utilized within this Province in order to reduce the high costs associated with the evaluation of applications.**

(b) Recruit Training

Cadet training at the Atlantic Police Academy is accomplished in three phases over a period of 40 weeks. Phase 1 consists of 17 weeks of training (340 eighty minute periods). Phase 2 includes 15 weeks of on-the-job training within the cadets' respective Departments. In Phase 3 the recruit returns to the Atlantic Police Academy for 8 weeks of additional training (160 eighty minute periods).

Phase 1 -17 weeks - Atlantic Police Academy - 453.33 training hours
Phase 2 -15 weeks - on-the-job training
Phase 3 - 8 weeks - Atlantic Police Academy - 213.33 training hours

A number of concerns have been raised by Police Chiefs, Municipal Boards of Police Commissioners and recruits, themselves, regarding the quality of the cadet program at the Academy. Task Force representatives who have had years of experience interviewing prospective officers indicated that they have had concerns in many instances about the calibre of Academy graduates.

The program itself is longer than any other cadet program in Canada (i.e. 1050 hours of classroom training compared with 889 hours for the R.C.M.P., 685 for the British Columbia Police Academy and 438 for the Ontario Police College).* Appendix B (extracted from the MacCormac Report) provides a comparative analysis of the number of instructional hours per subject at various police academies across Canada.

Although the program has recently been reduced (from 30 to 25 weeks), its still considerable length has direct implications for the cost of training. Based on a $91.27 (1989-90) per diem fee, the charge to a province for each cadet sponsored is $12,000. In addition, each cadet pays $1,200 tuition and $4,650 for accommodation at Montgomery Hall. Thus, the total cost of training, excluding travel expenses and a uniform charge to the cadets of $800, is $18,000 per cadet (as compared to $5,200 at the Ontario Police College).**

* MacCormac Report, Page 32
** MacCormac Report, Page 29

A comparative analysis of the police cadet training programs provided at the Atlantic Police Academy and the Ontario Police College is provided in Appendix C. One significant variation between the two programs is the length of Phase 1 training (Atlantic Police Academy - 17 weeks; Ontario Police College - 9 weeks). While the O.P.C. Phase 1 program includes instruction in 29 subjects, the A.P.A. program offers 60 different subjects.

Courses on radar, crowd control, disaster response and financial control are given at the Ontario Police College and not at the Atlantic Police Academy, whereas the former provides specific courses on arrest, use of force, multiculturalism and crisis intervention that are not given as specific courses at the Academy.

There are significant differences between the two facilities in the number of hours devoted to specific subject material. Three times as many hours are spent on administrative courses at the Atlantic Police Academy; five times the hours are spent on courses involving introduction to policing/criminal justice familiarization and community-based policing. The Ontario Police College devotes twice as many hours, however, to traffic courses.

The Task Force recommends that the cadet training program be reduced in length to bring the program more in line with those offered in other jurisdictions. Specific subject matter should reflect that presented in the Proposal for Recruit Training, developed by the Nova Scotia Police Commission.

Courses such as First Aid, C.P.R., typing and swimming should be considered prerequisites to admission and therefore not part of the formal course curriculum. Time allocations for administrative courses and driver training should be reduced. On the other hand, the curriculum should be enhanced to devote more time to minority sensitization training. The recruit training program should incorporate all elements of the force continuum, developed by the Nova Scotia Police Commission (see section 4e).

Emphasis should be placed on providing the recruit with a general orientation to police work and mastery of the basic skills the recruit will require when commencing employment with a police department.

The Task Force believes that the field training component is critical in establishing the framework for the future career of the recruit. **It is therefore recommended that each recruit be supervised during this significant training period by a qualified trainer (i.e. an officer who has completed the Supervisor - Level I course).**

(c) Part-time Officers

One specific problem that was brought to the attention of the Task Force is the use of part-time officers who have either not completed basic recruit training; or who have completed recruit training a number of years ago and have not been employed during the intervening period as a police officer. This practice occurs mainly among

the smaller departments where the staff complement is insufficient to provide cover-off when regular members are absent for training or on leave.

The Task force is concerned that unqualified personnel are undertaking regular police responsibilities, even if only on a part-time basis. **It is recommended, therefore, that effective immediately any new part-time employees must meet the qualification standard, which standard shall be developed by the Nova Scotia Police Commission and incorporated in regulations to the Police Act. Existing part-time employees will be required to achieve the standard within a two year period. In order to accommodate the special needs of smaller forces, it is recommended that a bank of qualified part-time officers be established on a regional basis.**

(d) In-service Training

Refresher/upgrading courses are provided through the Atlantic Police Academy, Canadian Police College, R.C.M.P. (local), the Nova Scotia Police Commission, other government departments, training facilities in other provinces and by the municipal forces themselves. The goal of these programs is to ensure that police officers are kept up-to-date with respect to the skills/knowledge they require to perform their duties.

In the case of officers attending Atlantic Police Academy courses, the Province pays a per diem for instructional days and the municipal unit covers wages and benefits, transportation and living costs as well as replacement costs to cover off the officer attending the training program. The federal government pays for tuition and transportation costs for officers attending Canadian Police College courses.

There have been substantial criticisms directed at the quality of in-service courses provided at the Academy. The evaluation of courses received from the Atlantic Police Academy could not be used, due to significant methodological weaknesses which rendered it invalid. The MacCormac Report* stated that there is inadequate planning and control of the course curriculum and that the competence of instructors varies significantly between courses. The questionnaire to Police Chiefs regarding Atlantic Police Academy course content administered by the Task Force revealed similar variations in the assessment of course quality. In addition, access to courses has long been a problem for Nova Scotia forces due to transportation costs and the expenditures required for replacement manpower.

In order to provide a context for the development of a training continuum, the Task Force reviewed the needs assessment report completed this year by the Nova Scotia Police Commission. Developed on the basis of extensive consultations with police officers throughout the Province, the needs assessment provided a blueprint for determining the nature of training which should be offered.

The training plan for municipal police officers (indicating the type of course, duration and content; and the point of the officer's career at which each course should be taken) is contained in **Appendix D** to this Report. The plan was widely distributed through Task Force representatives to police administration and line officers. Response has been very positive, and as a result the Task Force recommends **that the plan be adopted as the "minimum compulsory training continuum" specified in the Police Act Regulations.**

* MacCormac Report, pg. 42

(e) Force Continuum

The Nova Scotia Police Commission has recently developed the program content for a force continuum. This continuum is designed to provide police officers with training in various techniques for diffusing potentially violent situations, commencing with verbal skills (Human Relations and Communications Training), through to use of sensory irritant aerosol (Mace), the use of physical restraint (Arrest Control Tactics), and finally to the appropriate use of firearms (firearms training system - FATS). The Nova Scotia Police Commission has developed a plan whereby all officers would be trained in the force continuum. Despite recommendations of judicial inquiries throughout Canada for adoption of this form of training, no other province in Canada has been able to implement a plan for the training of all officers.

Because of its obvious benefits in properly equipping police officers to handle volatile situations, and the anticipated reduction of complaints of police assaults and libel actions, **the Task Force strongly endorses the force continuum and recommends that each officer in the Province receives the required training as soon as possible.**

5. STATUS OF CURRENT TRAINING

The Report of the Marshall Commission was critical of the level of training currently provided to police officers throughout the Province. Although acknowledging that the quality of training has improved since 1971, the Report is critical of the fact that "many experienced Nova Scotia police officers...have still not even received the level of formal training now required of new cadets" and that "little training and job preparation is provided for newly promoted officers".*

In order to evaluate the extent to which current law enforcement staff meet the standard as outlined in the "Minimum Compulsory Training Continuum", the Task Force undertook a research project in which the training histories and career paths of all serving officers were entered onto an automated data base. This information was then analyzed to determine how many officers (at each rank) had received the requisite number of courses as specified in the Continuum.

The results indicate that the level of training varies widely between Departments. For example, with respect to constable training (for nine of the courses identified as being most critical), the mean number of courses taken per constable varied from a low of 0.7 to a high of 4.5. In some departments, the more highly ranked officers have received less training than their subordinates.

These results highlight the urgent need to implement the training continuum. They also raise the issue of the significant costs which will be experienced in order to bring police officers throughout the Province up to the recommended standard.

* Nova Scotia, Royal Commission on the Donald Marshall Jr. Prosecution, Vol. 1 pg. 264

6. CURRENT MECHANISMS FOR DELIVERY OF POLICE TRAINING

(a) Canadian Police College

Police officers in Nova Scotia attend at the College to receive senior management and specialist training. Response to the courses (particularly the Senior Police Administration Course and the Executive Development Course) is uniformly positive. The policing community is grateful for the fact that the courses are funded by the federal government, facilitating participation by officers who would not otherwise have the opportunity. As course space is distributed on the basis of police strength per province, the Nova Scotia allocation is quite small. As the demand for management and specialist courses increases, there is concern that the C.P.C. cannot now and will not in the future be able to meet the total provincial requirements for this type of training. On the basis of the positive response provided to Canadian Police College course content, the Task Force recommends **that the Province continue to make use of the Canadian Police College for management and specialist courses. However, if the College continues to be unable to meet the increasing need for management and specialist courses, the Task Force recommends the use of other educational institutions to augment the CPC courses.**

(b) Atlantic Police Academy

As noted above in the discussion of course content, significant criticisms have been made of the training provided by the Academy. Cost per course is extremely high (1989-90 per diem - $91.27) and continues to escalate each year. This can be attributed in part to staffing policies; i.e. relatively small number of training hours per week and ten week annual leave for staff.

Facilities for teaching certain courses (e.g. driving course) are deficient. As well, feedback regarding the nature of accommodation for trainees has also been negative.

A common complaint expressed to the Task Force during its consultations with municipal officials concerns the cost of funding the participation of police in the in-service programs offered at the Atlantic Police Academy. Municipalities are responsible for the salaries of officers undergoing training, transportation to and accommodations at the training facility in Charlottetown, and replacement costs. Many municipalities cited costs as the major obstacle in achieving the training objectives for their forces.

Although the Province is represented on the Advisory Council, Executive Committee and Finance Committee, senior officials within the Nova Scotia Police Commission and the Department of Solicitor General do not feel they have sufficient input into the operation of the Academy. For example, the Province has no voice on the Board of Governors of Holland College, the body which administers the Academy.

On the basis of the concerns which have been expressed regarding the Atlantic Police Academy, the Task Force believes that changes in the facility's administrative structure and training program are essential. Recommendations of the Task Force, relating to the continuing participation of the Province in the Academy, are presented in Section 7.

(c) In-province Training

In recent years, an increasing number of courses have been developed and offered on an in-province basis. An example of such course offerings is as follows:

* Police Assisting Community Education (PACE) - A five day course developed by the R.C.M.P. in cooperation with the Nova Scotia Commission on Drug Dependency. During 1989-90 a total of 90 officers attended this course.

* Fire Investigation - Level I - A five day course offered at the Waverley Fire School. During 1989-90 50 officers completed this course.

* Mace Training - A one day course offered as part of the Force Continuum. For a total cost of $8,400, a total of 400 officers received this training at various locations throughout the Province.

* Fire Arms Training System (FATS) and Arrest Control Tactics (ACT) - To date, 670 officers have participated in this two day training program, at a total cost of $34,000.

* Breathalyzer Training - This two week course is provided by the R.C.M.P. in cooperation with Halifax and Dartmouth Police Departments at Debert. During the past year, 50 officers received this training.

* Credit Card and Cheque Fraud - A total of 40 officers attended this one day seminar in Cape Breton.

* Ground Search Managers Training - This one week course, which has been recently developed, is expected to provide training to 24 officers in the coming year.

Experience with these courses has been very positive. Participation by a relatively large number of officers is made possible primarily because of the ease of access when courses are offered on a regional basis. **The Task Force recommends that the Nova Scotia Police Commission consider the feasibility of expanding these and other course offerings.**

7. OPTIONS FOR DELIVERY OF POLICE TRAINING

The Task Force examined a number of alternatives for the delivery of police training:

(a) Continued utilization of the Atlantic Police Academy for cadet and in-service training (status quo).

(b) Establishment of a justice training institute in Nova Scotia.

(c) Utilization of the Atlantic Police Academy for recruit training; development of in-house capacity to deliver in-service training to augment programs provided by the Academy.

Option A

The deficiencies in the current Atlantic Police Academy operation have been outlined in previous sections of this report. In summary, it could be stated that the Province is paying a substantial price for training which does not meet the expectations of police administrators, line officers, municipal officials or police associations. Throughout its consultations, the Task Force heard dissatisfaction expressed regarding the current training mechanisms.

Option B

The Nova Scotia Justice Training Institute would be established as a new facility to meet the training needs of police, other enforcement agencies and correctional services.

The Task Force identified a number of advantages associated with this option; e.g.:

* Decisions with respect to course content and training expenditures would be entirely within the control of law enforcement officials within this Province.

* Nova Scotia is obliged to meet the training needs of other professionals involved in enforcement activities (e.g. approximately 800 correctional services employees, Lands and Forests and Fisheries enforcement personnel, special constables, Bylaw enforcement officers, etc.). Revenue received from other participating agencies would result in decreased costs for the training of police officers. Individuals who are now employed as security officers (approximately 1,700 active within the Province at the present time) and Bylaw enforcement officers do not receive appropriate training at this time due to the costs involved. Location of an institute within the Province would make training more accessible for persons so employed.

* Approximately 60% of municipal police officers are employed in the metro area, thus greatly reducing expenditures for attending training courses. An additional 24% of police officers are employed within a 100 mile radius of Halifax.

* Metropolitan Halifax area offers ease of access to many important law enforcement resources; such as the R.C.M.P. crime lab, food and drug lab, medical and dental schools for forensic pathology, Dalhousie Law School and Maritime School of Social Work.

* A wide variety of professionals working in the area of policing and related fields live in the metro area, greatly expanding opportunities for secondments and participation in special training courses.

However, the Task Force was concerned with a number of issues related to this option; e.g.:

* The high capital costs associated with the establishment and ongoing maintenance of a large training facility.

* The relatively low turnover rate in most police forces expected over the next ten years thereby reducing recruit training needs.

* Uncertainty regarding the participation of other law enforcement agencies in the Institute.

* Concern regarding the impact that the Nova Scotia withdrawal from A.P.A. would have on the future of police training there.

* Inability of the population of the Atlantic Provinces to support anything but one regional training facility.

On the basis of these concerns, the Task Force rejected the concept of establishing a provincial training institute and directed its attention to remedial steps which might be taken to improve police training within the structural framework which presently exists.

Option C

The Task Force recommends that the Province, through the Nova Scotia Police Commission, develop an enhanced capacity to provide in-service training within the Province, on a regional basis. One of the major obstacles identified by police chiefs and municipal officials in providing their officers with greater opportunities for training, is the high expenditure for transportation to training facilities and replacement costs. Recent successful experiences with the Force Continuum and PACE training illustrate the clear advantages of a regional approach to training. The Task Force identified a number of courses included in the minimum compulsory training

continuum that could be delivered on a cost-effective basis within the Province; e.g. CPIC, Alert, breathalyzer, crime prevention, fire investigation, advanced driver training, police refresher course and the Force Continuum program.

The Task Force recognizes the need to maintain one central facility for recruit training in the Atlantic Region. Although the members expressed many reservations about the Atlantic Police Academy in terms of the quality of instruction, length of training and the nature of subjects taught, it is our view that this institution has the capacity to become an excellent training facility for recruits. This will, however, require the Province to play a more active role than heretofore demonstrated.

The Task Force has concerns regarding the extent to which the recent establishment of the Justice Institute by Holland College is impacting upon the operation of the A.P.A. The Institute offers training to non-justice staff working within the justice system. In view of the fact that the Institute program utilizes space, teaching and administrative staff that are also used by the Academy, difficulties have been experienced in maintaining the independent identity of the Academy in both financial and operational terms.

Although the Province has had representation on the Advisory Council, Executive and Finance Committees over the years, provincial input with respect to the operation of the Academy has been negligible. This is not to suggest that the Academy actively discouraged provincial involvement; but was rather a function of the less than assertive role played by the Province in the past.

The Task Force recommends that the continued involvement by the Province in a training partnership with the other Atlantic Provinces must be contingent upon a formal recognition of the role of the participating provinces in directing the operation of the Academy. This can best be accomplished through the establishment of a Board of Directors, composed of provincial representatives, which would assume responsibility for the Academy's program. The level of input permitted by the current Advisory Committee's structure is unacceptable.

Suggested terms of reference for the proposed Board of Directors include the following:

(a) Accept recommendations from an Advisory Council, composed of police representatives and training experts regarding the establishment of courses and programs which best meet the Province's needs in the area of police training, having regard to provincial policing policies, priorities and goals;

(b) Direct the Academy as to the establishment and termination of courses and programs;

(c) Formulate plans for the future development of police training in the provinces, including an assessment of the costs of implementing such training;

(d) Establish Atlantic regional standards for recruit entry police training;

(e) Monitor the interprovincial agreement on police training;

(f) Facilitate the making of arrangements with agencies outside the region to supply training services which are not available in the region;

(g) Approve the hiring of trainers;

(h) Ensure that the provinces are aware of the Atlantic Police Academy program by:

(i) channelling accurate information on the police training provided by the Academy to the provinces,
(ii) ensuring that the provinces' police forces are training to standards developed pursuant to the interprovincial agreement, and
(iii) advising the provinces on budgetary matters relating to the A.P.A. program;

(i) Verify the quality of the Atlantic Police Academy program by reviewing commissioned studies of the Academy.

In conclusion, **it is recommended that continued participation by Nova Scotia in the Atlantic Police Academy should be contingent upon the acceptance of the following terms and conditions:**

(a) Guarantee that the financial contribution required will not exceed specified maxima.

(b) Agreement that the Atlantic Police Academy will be operated as an independent police training facility, directed by a Board of Directors, appointed by the four Atlantic Provinces.

(c) Commitment to deliver the level of training recommended by the Solicitor General's Task Force on Municipal Police Training.

(d) Commitment by the Province of Prince Edward Island to fund operating costs and whatever construction is required to provide adequate facilities for the operation of the Academy.

8. COST OF IMPLEMENTING MINIMUM COMPULSORY TRAINING CONTINUUM

Within the framework of the recommended option for the delivery of police training (i.e. use of the Atlantic Police Academy for recruit training; continued use of the A.P.A. and C.P.C. for selected in-service training; and expanded use of in-province training delivered on a regional basis), the Task Force undertook to determine the costs of implementing the minimum compulsory training continuum. The results of the analysis are presented in Appendix E.

Annual municipal expenditures for funding participation of police officers in the required training programs (transportation, accommodation and cover-off) are estimated at $629,000. This does not include expenditures which may be incurred by some municipal forces which mount their own in-house specialized courses to meet specific needs they have identified.

The provincial contribution toward the operation of the Atlantic Police Academy is approximately $318,000 (1990-91 budget). An additional ongoing provincial contribution (estimated at $100,000) is made to police training through the Nova Scotia Police Commission, whose staff is responsible for developing and monitoring the minimum compulsory training continuum; screening applicants for recruit training; and determining participation of officers in A.P.A., C.P.C. and in-province training programs.

A number of assumptions were made in calculating these costs, foremost of these being the timing of the implementation of the minimum training standard. At the current participation rate, full implementation of the continuum will take 15 to 20 years. A policy decision to increase the pace of implementation will obviously increase costs, both to the municipalities and to the Province. It is estimated that a ten year implementation schedule would result in costs to the municipal units of $1.3 million per year. Staff of the Atlantic Police Academy have indicated that they are receptive to doubling the Nova Scotia enrolment for in-service training. Due to the significant 'down time' currently experienced at the Academy, it is unlikely that increased participation by Nova Scotia officers would require the hiring of more staff. Therefore, although the number of Nova Scotia training days would increase substantially, this would likely be offset to a great degree by the decrease in per diem rates. As a result, doubling of the participation rate is expected to have only minimal impact upon the Nova Scotia contribution to the operating costs of the Atlantic Police Academy.

The Marshall Commission made a number of recommendations regarding the need to improve the calibre of the existing police training program; in the area of minority sensitization training, supervisory/management training and investigatory skills. **The Task Force concurs with these recommendations and urges that the Nova Scotia Police Commission be given significant resources to develop these programs.**

Included in its mandate, is the responsibility of the Nova Scotia Police Commission to monitor the level of training of all municipal police officers. The Task Force

established a database to provide information on the participation of each officer in training programs. With the implementation of the minimum compulsory training standard, it is essential that the Police Commission be cognizant of the training needs of each force in order to properly schedule participation in training courses. **We concur with the recommendation of the Marshall Commission that the Police Commission be given the necessary resources to maintain this database, through the ongoing operation of the system designed by the Task Force.**

9. PROVINCIAL/MUNICIPAL COST SHARING

The **provincial contribution** to municipal police training is comprised of two components:

(a) Administrative and coordinating functions performed by the Nova Scotia Police Commission in setting training standards, determining training needs, coordinating delivery of courses, and allocating space for out-of-province courses.

(b) Provincial contribution to the Atlantic Police Academy ($388,223 - 1988-89, or approximately 45% of the operating costs of the facility).

In addition, municipalities also receive unconditional operating grants which are based on expenditure need and ability to pay, and allow for an equitable distribution of provincial assistance to municipalities. In calculating the expenditure need, certain services are included in the different classes of municipal units. In the case of cities and towns, police protection services are included in the calculation but, at the same time, not all cities and towns are providing police protection services. Therefore, the provincial contribution to police protection and, more specifically, police training, cannot be determined through the grant structure.

The **municipal contribution** to police training is comprised of:

(a) Costs associated with salaries and fringe benefits, transportation and accommodation of officers attending courses.

(b) Replacement costs to coveroff while officers are participating in training.

(c) In cases where in-house training facilities are maintained (notably Halifax), the salaries of training officers and the operating costs associated with the facility.

The Task Force undertook to complete an analysis of municipal training expenditures by circulating a questionnaire to each municipal force. A number of concerns were noted with respect to the data quality. Accounting systems differ among units and therefore standard definitions with respect to training expenditures could not be assumed. In addition, a number of municipal units were unable to provide expenditures for replacing manpower which could conceivably exceed other costs related to training.

It does appear, however, that the expenditures for police training vary significantly. Although they are well aware of the benefits of an adequately trained force, municipal units have expressed concern about the high cost of training. Throughout the Minister's consultations with municipal units concern was voiced with respect to the additional costs which will result from the implementation of the minimum compulsory training continuum. The municipalities stated the Province should fund this training, as the standard was set by provincial legislation.

The analysis of costs associated with the implementation of the training standard (see previous section) indicates that municipal costs will increase from an estimated $291,000 (for 1987, the latest figures available) to either $629,000 (15 year implementation) or $1.3 million (10 year implementation).

The Task Force is not recommending any specific formula for the determination of the provincial and municipal contributions to the cost of police training. Instead, **the Task Force recommends that the respective contributions be negotiated between the Departments of Solicitor General and Municipal Affairs and the Union of Nova Scotia Municipalities.** In committing the Province to a particular level of funding for police training, **the Task Force recommends that the following principles be reflected in the terms of reference for the negotiations:**

* The recognition that policing is a municipal responsibility.

* The recognition that costs associated with meeting the compulsory training continuum will be a financial burden and difficult for some municipal units to finance on their own.

* Provincial assistance designated for training should be provided within the framework of a comprehensive policing plan for the province.

* The funding negotiations should be viewed in the overall context of the Joint Union of Nova Scotia Municipalities/Department of Municipal Affairs Task Force process and include the Department of Solicitor General.

* Provincial funding assistance should only be made available until police personnel achieve the compulsory training standard, after which municipal units will absorb on-going training costs.

Scarce resources must not be squandered on inappropriate participation by officers in training that they do not require. Training must not be viewed as a reward but rather as a tool to assist officers in acquiring specific knowledge and in mastering skills.

It is unreasonable for small departments to expect that their officers should receive all varieties of specialist training. **It is recommended that this very expensive training be offered selectively to ensure that specialists are available on a regional as opposed to a local basis, if appropriate.**

In order to ensure that implementation of the provincial training standard proceeds in the most efficient manner, **the Task Force recommends that each department be required to submit to the Nova Scotia Police Commission an annual training plan, consistent with the requirements as specified in the Minimum Compulsory Training Continuum and in accordance with the manpower constraints of the individual department.**

APPENDIX A

POLICE TO POPULATION RATIOS
MUNICIPAL POLICE DEPARTMENTS
(POLICE STRENGTH AS OF DECEMBER 31, 1989)

Department	Regular Police Officer Strength*	Population**	Police to Population Ratio
Amherst	19	9,671	509
Annapolis Royal	2	631	316
Bedford	18	8,010	445
Berwick	6	2,058	343
Bridgewater	14	6,617	473
Dartmouth	150	65,243	435
Dominion	5	2,754	551
Glace Bay	35	20,467	585
Halifax	272	113,577	418
Hantsport	4	1,357	339
Kentville	14	5,208	372
Louisbourg	2	1,355	678
Lunenburg	7	2,972	425
Mahone Bay	3	1,093	364
Middleton	6	1,772	295
New Glasgow	23	10,022	436
New Waterford	14	8,326	595
North Sydney	12	7,472	623
Springhill	9	4,712	524
Stellarton	9	5,259	584
Sydney	69	28,115	407
Sydney Mines	14	8,063	576
Trenton	7	3,083	440
Truro	27	12,124	449
Westville	7	4,271	610
Wolfville	6	3,277	546
Total 26 Departments	754	337,509	448

* Figures for regular police officer strength are from the Nova Scotia Police Commission.

** Population figures as per 1986 census.

CADET TRAINING - HOURS PER SUBJECT

SUBJECT	B.C.	Sask.	Ont.	RCMP	APA
Legal Studies	153	118	75	119	190
Invest. & Patrol	148	102	75	169	130
Human Relations	124	60	22	128	159
Traffic	99	--	--	45	55
First Aid & CPR	48	--	22	24	26
Driver Training	66	--	18	51	56
Firearms	66	42	22	58	78
Self Defence	43	--	14	--	42
Foot Drill	45	--	35	50	36
Physical Training	100	71	57	82	49
Typing	--	--	--	--	20
Report Writing	--	--	21	--	30
Water Safety	--	--	--	49	30
Unassigned	--	6	--	--	19
Induction & Graduation	--	28	30	62	47
Other	--	68	47	34	102
Total Hours:	892	587	438	889	1050
Total Weeks:	31**	16	15	25	25

NOTE: The figures are approximate because course titles vary between institutions.

** 7 weeks (245 hours) are put in after year 2 and year 3.

APPENDIX C

COMPARISON OF THE POLICE TRAINING PROGRAM AT THE ATLANTIC POLICE ACADEMY AND THE ONTARIO POLICE COLLEGE*

ONTARIO POLICE RECRUIT TRAINING PROGRAM

PHASE 1

This program consists of four phases. Phase 1 consists of an orientation phase of anywhere from one to four months. This initial phase allows candidates to be exposed to police work, i.e., language and philosophy of law enforcement. Early exposure to the realities of police work provide recruits with an opportunity to render informed decisions on the wisdom of policing as a career choice.

OBSERVATIONS

A pre-course study package is provided for recruits by the Ontario Police College. Surveys of recent classes at the college have indicated that about 50% of the students enrolled already possess current certification in First Aid and C.P.R. Repeating this at the college is considered a waste of time.

PHASE 2

Phase 2 consists of nine weeks of training which consists of 180 ninety minute periods.

PHASE 3

Phase 3 is on the job training which gives recruits the opportunity to relate theory to practice and to consolidate the skills acquired during Phase 2. All recruits are assigned at least a two month period in the company of a Coach Officer.

PHASE 4

Phase 4 involves returning to the college training facility for three to four weeks. Additional Phases 5 and 6 involve further on the job training and a refresher program back at the college. Phase 5 consists of general field experience of between three and four years during which time recruits work in their respective departments. Phase 6 is a brief two to three week refresher course back at the training facility.

* extracted from "A Report on the Constable Training Program" prepared by a Training Study Group chaired by Clive Naismith, May 1987.

OBSERVATIONS

It appears that the major variation in training at the Ontario Police College and Atlantic Police Academy concerns the length and nature of training during Phase 1 at the Atlantic Police Academy and Phase 2 of the Ontario Police College. The length of training at the Atlantic Police Academy in Phase 1 is 17 weeks whereas the Ontario Police College Phase 2 is nine weeks (The recruit in Ontario is first introduced to a training facility during Phase 2 of the Ontario Police Training Model). Although there are more phases involving on the job training in the Ontario Police Training Model, the length of time spent back at the Ontario Police College following Phase 2 is approximately the same as Phase 3 at the Atlantic Police Academy.

Phase 1	1-4 months - orientation
Phase 2	9 weeks - 270 hours
Phase 3	Minimum 8 weeks - on the job training
Phase 4	4 weeks
Phase 5	On the job training
Phase 6	3 weeks
Phases 4-6	some on the job training plus 7 weeks training at the Ontario Police College

ONTARIO POLICE COLLEGE RECRUIT TRAINING PROGRAM

PHASE 2

SUBJECT	HOURS
Induction	6
Introduction to Policing	6
Arrest, Search, Use of Force	16.5
Multiculturalism	4.5
Crises Intervention	7.5
Officer Safety	7.5
Evidence	9
Traffic Law	21
Communications	9
Drug Enforcement	4.5
Provincial Offences Act	4.5
Statutes and Procedures	16.5
Justice Panel	1.5
C.P.I.C.	1.5
Liquor Laws	12
Crime Prevention	3
Crime Scene Investigation	3
Accident Investigation	15
Police Ethics	1.5

Criminal Offences	22.5
Fire Safety	1.5
Driver Training	21
Self Defence	21
Firearms	15
Physical Fitness	18
Drill and Deportment	7.5
Open Book	6
Examination	3
Statutory Holiday	6

OBSERVATION

In Phase 2 the total number of hours of instruction is 270 hours over a period of nine weeks. The number of weekly hours of instruction is 30.

COMPARISON OF ATLANTIC POLICE ACADEMY AND ONTARIO POLICE COLLEGE COURSES AND NUMBER OF HOURS.

Courses (A.P.A.)*	Ont. Pol. Col. Phase 2 Hours	A.P.A. Phase 1 Hours
Admin. & Orientation	2	18.6
History/Com.Based Pol/ Crim. Jus. Sys.	6	33.33
Arrest, Search, Use of Force	16.5	
Human Relations	12	53.33
Personal Safety	7.5	2.66
Interviewing & Interrogation/ Memory & Observation		
Communication	18	24
Traffic	21	10.66
Drug Enforcement	4.5	10.66
Provincial Acts	21	22.66
Federal Statutes	16.5	21.33
Criminal Investigation/ Identification/Informants	3	30.66
Accident Investigation	15	13.33
Police Ethics	1.5	2.66
Courts/Criminal Code	22.5	41.33
Fire Safety	1.5	2.66
Driver Training/Overtake	21	58.66
Self Defence	21	21.33
Physical Fitness	18	18.66
Drill	7.5	13.33
Study Skill	3	2.66
Statutory Holiday	6	9.33

*some courses do not allow for direct comparisons

Different courses given during Phase 1 at the A.P.A. and Phase 2 at the Ontario Police College are listed below.

ONTARIO	HOURS
Justice Panel	1.5
Crime Prevention	3
Open Book	6

A.P.A	HOURS
Municipal By-Laws	1.66
Radar	5.33
On The Job Training	1.66
Crowd Control	2.66
Disaster Response	5.33
Financial Counselling	2.66

OBSERVATIONS

1. **It has to be recognized that direct course comparisons are at best difficult to make when utilizing course titles. Unless the specific content of each course is determined course titles as a basis for comparison may be deceptive. It is possible for courses with different titles to cover the same content. In addition courses not given in Phase 1 or 2 of each program may be given during other phases or dealt with by on the job training. Additional information on the content of each course would be desirable and necessary to allow direct comparisons.**

2. **Some general observations, however, may be made regarding the different courses within phases 1 and 2 of the recruit training at A.P.A. and the Ontario Police College.**

a) **The length of training at A.P.A. during phase 1 is 183.33 hours longer than training at the Ontario Police College in phase 2.**

b) **There are 60 different subjects taught during phase 1 at the A.P.A. in comparison to 29 a the Ontario Police College during phase 2.**

c) There appear to be a number of specific subjects taught at the A.P.A. that are not taught at the Ontario Police College and vice-versa. For example at A.P.A. there are courses on radar, crowd control, disaster response and financial control that are not identified as courses at the Ontario Police College. Similarly there are courses on arrest and use of force, multiculturalism, crisis intervention and justice panel taught at the Ontario Police College and not at A.P.A.

d) There are significant differences in the number of hours among courses taught at both institutions. For example, three times as many hours are spent on administrative courses in the A.P.A. than at the Ontario Police College. Similarly at the A.P.A. courses involving the introduction to policing/criminal justice familiarization and community based policing involve a greater number of hours than similar courses at the Ontario Police College. In fact, the A.P.A. spends five times as many classroom hours on these introductory courses than does the Ontario Police College. Twice as many hours are spent on courses involving the courts and criminal code, firearms, driver training, drill, drug enforcement and police ethics in the A.P.A. than in the Ontario Police College. In addition, the A.P.A. spends ten times the amount of hours on criminal investigation/identification and use of informants courses than the Ontario Police College does.

On the other hand the Ontario Police College spends twice as many hours on traffic courses than the A.P.A.

e) Some courses appear to share a similar number of hours such as federal statutes, accident investigation, physical fitness, self defence, fire safety, study skill, statutory holidays and interviewing and interrogation/memory and observation/communication.

Appendix D

TRAINING PLAN FOR MUNICIPAL POLICE OFFICERS

Fundamental police training begins with basic recruit training, followed by in-service training under supervision of experienced officers at the local level. Throughout Canada many provinces have established centralized police colleges or academies to provide basic recruit training and educational services for all police officers within their respective areas. Within the Atlantic provinces the Atlantic Police Academy is the only training facility for police recruits. The formal recruit training program at the Atlantic Police Academy is currently divided into three segments: (a) an orientation period of 17 weeks; (b) a period of on the job training consisting of 15 weeks at a municipal police force; and (c) a completion period of 8 weeks at the academy. The content of this program is basic police skills training. The completion of basic recruit training does not mean an end to the learning process. The professional development of the police officer continues under the guise of "in-service" training programs". The central objective of such programs is to ensure that police officers are acquainted with the most up-to-date knowledge and skills required to perform their duties.

In addition, refresher and specialist courses provide the necessary support and supplementary training to ensure that the police officer's knowledge and skills are enhanced throughout hsi/her law enforcement career. The Canadian Police College which opened in Ottawa in the early 1970's continues to provide programs for police supervisors, managers and specialists for all police forces in Canada.

Finally, over the past two decades there have been established a number of continuing educational programs for police officers offered through colleges and other institutions of higher learning. University certificate, diploma and degree programs for police officers have been developed not to improve their technical skills in police methods but to acquaint them with other realms of knowledge applicable to police work.

In summary, the types of training and education available to police officers are (a) recruit training; (b) in-service and refresher training; (c) specialist training and (d) professional development and educational courses.

Basic Model for Police Training in Nova Scotia

Note: All course enrolments subject to training facility standards

Recruit Training

Status: Recruit
Place: Atlantic Police Academy/Local Police
Courses: Part A,B and C of Formal Recruit Training Program
Length: 40 weeks

Constable Training

In-service/refresher/specialist training

Status: Constable - first two years

(1) CPR/First Aid - One day - yearly requalification (officers responsible for obtaining requalification on their own initiative)

(2) Course on Local bylaws and provincial statutes - 2 days

(3) Force Continuum (verbal) communications - 5 days, Mace - 1 day, A.C.T. - 1 day, Firearms - 1 day) **(New Course)**

(4) C.P.I.C. - 1 day

(5) Alert - ½ day

Status: Constable - three - five years

(1-5) Above

(6) Force Continuum Requalification (Mace and Firearms) - 2 days **(New Course)**

(7) Crime Prevention - 1 week

(8) General Police Science - 3 weeks

(9) Fire Investigation Level 1 - 1 week

(10) Crisis Intervention - 1 week

(11) Advanced Driver Training - 3 days

(12) Introduction to Drugs - 1 week

JUNIOR SUPERVISORY TRAINING

Status: Corporal

(1-12) Above

(13) Effective Presentation - 1 week

(14) Crisis Intervention Trainers - 2 weeks

(15) Supervisors - 2 weeks

(16) Community Problem Analysis and Program Management - 1 week

Status: Investigator

Courses: (All Course Enrolments Subject to Training Facility Standards)

(1-16) Above

(17) Advanced Police Science - 3 weeks

INTERMEDIATE SUPERVISORY TRAINING

Status: Sergeant/Staff/Sergeant

(1-17) Above

(18) Senior Police Administrators - 5 weeks

SENIOR SUPERVISORY TRAINING

Status: Inspector

(1-18) Above

(19) Labour Negotiations - 1 week

(20) Media Communications - 8 days

Status: Superintendent/Staff Superintendent/Deputy Chief/Chief

(1-20) Above

(21) Executive Development - 8 weeks

(22) Financial Management - 4 days

(23) Comprehensive Auditing - 8.5 days

SPECIALIST TRAINING

Specialist training based upon increasing division of labour in police departments. The following includes basic training for those departments having the following divisions/sections/units/branches.

TRAFFIC

(a) Technical Accident Investigation - 2 weeks

INVESTIGATOR

(a) Advanced Police Science - 3 weeks

(b) Interviewing and Interrogation - 4 days

(c) Technical Surveillance Phase 1 - 2 weeks

(d) Criminal Investigation - 2 weeks

(e) Major Crime Investigative Techniques - 2 weeks

(f) Fire Investigation Levels 2,3 - 2 weeks

(g) Technical Surveillance Phase 2 - 5 weeks

INDIVIDUAL SPECIALITIES

(a) Computer Crime Investigative Techniques - 4 weeks

(b) Counterfeit Investigation Techniques - 7 days

(c) Criminal Intelligence - 2 weeks

(d) Police Explosives Technicians - 4 weeks

(e) Police Explosives Technicians Validation - 2 weeks

DRUGS

(a) Anti-Drug Profiteering - 10 days

(b) Drug Investigation Techniques - 2 weeks

S.W.A.T./E.R.T.

(a) Automatic Weapons Training - 1 day

(b) Commander's Hostage/Barricaded Persons - 4 days

(c) Fitness Leadership - 2 weeks

(d) Tactical Squad - 2 weeks

IDENTIFICATION

(a) Identification Methods and Techniques - 42 days

TRAINING (Sergeant or Above)

(a) Instructional Techniques - 2 weeks

(b) Systems Approach to Training Design and Delivery - 3 weeks

(c) Multicultural Education Trainers - 2 weeks

(d) Field Trainers - 1 week

YOUTH/JUVENILE

(a) Youth Officers - 1 week

APPENDIX

Course Outlines

(1) Police Refresher (N.S. Police Commission)
(2) Crime Prevention (CPC)
(3) General Police Science (APA)
(4) Traffic Investigation (APA)
(5) Fire Investigation (APA)
(6) Crisis Intervention (APA)
(7) Advanced Driver Training (APA)
(8) Introduction To Drugs (APA)
(9) Field Trainers (APA)
(10) Police Supervisors (APA)
(11) Community Problem Analysis and Program Management (CPC)
(12) Advanced Police Science (APA)
(13) Senior Police Administration (CPC)
(14) Media Communications (CPC)
(15) Executive Development (CPC)
(16) Financial Management (CPC)
(17) Comprehensive Auditing (CPC)
(18) Technical Traffic Accident Investigation (CPC)
(19) Interviewing and Interrogation (APA)
(20) Technical Surveillance (OPC)
(21) Major Crime Investigative Techniques (CPC)
(22) Computer Crime Investigative Techniques (CPC)
(23) Counterfeit Investigative Techniques (CPC)
(24) Criminal Intelligence (CPC)
(25) Police Explosives Technicians (CPC)
(26) Police Explosives Technicians Validation (CPC)
(27) Drug Investigative Techniques (CPC)
(28) Commanders - Hostage Barricaded Persons (CPC)
(29) Fitness Leadership (CPC)
(30) Identifications Methods and Techniques (CPC)
(31) Instructional Techniques (CPC)
(32) A Systems Approach to Training Design and Delivery (CPC)
(33) Multi-Cultural Education Trainers (CPC)
(34) Youth Officers (APA)

Many of the courses identified in the earlier model but not placed in the Appendix would be regulated through the N.S. Police Commission. Currently these courses are given by other agencies (such as the St. John's Ambulance, R.C.M.P. and Canadian Fire Investigation School) and local police departments.

COMPULSORY TRAINING

SCHEDULE

DEVELOPED CURRICULUM

CURRICULUM OBJECTIVES FOR

FORCE CONTINUUM PHASE 2

MONDAY	TUESDAY	WEDNESSDAY	THURSDAY	FRIDAY
Introduction	— Review Assignment	— Review Assignment	— Review Assignment	— Stress Management
Nova Scotia Police Act and Regulations	— Evidence Preparation	— Officer Survival	— Human Relations	
Nova Scotia Police Commission Training - Mission	— Presentation — Courtroom Demour — Effective Communication	— Officer Survival	— Understanding Human Behavior for Effective Police Work.	— Stress Management
		L U N C H		
Update in Law and Traffic	— Motivation Theory - X Theory - Y Maslow	— Interviewing Techniques	— Police, Ethnicity and Race	— Stress Management — Needs Assessment
Problem Solving		— Group Exercises	— Group Exercises	-- Presentation of Certificates
Assignment Problem Solving	— Assignment — Motivation	— Assignment — Interviewing Techniques	— Group Social	

CRIME PREVENTION TRAINING

PRO-ACTIVE MANAGER (New Course)

DURATION 1 Week

CANDIDATES Graduates of the new Pro-active Practitioner course or the Crime Prevention Officer Course who are or will be co-ordinating a Crime Prevention unit.

COURSE DESCRIPTION This course is designed as a supplement to the Pro-active Practitioner Course and teaches the skills necessary to develop and co-ordinate Crime Prevention programs.

TOPICS

Planning & Implementing Crime Prevention Programs
Recruiting & Managing Volunteers
Budgeting
Social Issues Relating to Crime Prevention
Community Based Policing
Environmental Design

STANDARDS Students will be evaluated based on their development of a Community Oriented Crime Prevention Program. Certificates will be issued upon successful completion.

MAXIMUM ENROLMENT 20 Candidates

ATLANTIC POLICE ACADEMY

GENERAL POLICE SCIENCE COURSE II:

OBJECTIVES: *This course is designed to give police officers indepth training in criminal investigation, criminal law, forensic traffic investigation, human relations and fitness and self defence.*

It is designed to build on the basic training and prepare students for experience leading to criminal investigation training of the type offered on the Advanced Police Science Course.

DURATION: *Three (3) weeks of 35 hours in the classroom, gym and firearm range. Some evening work required.*

ATLANTIC POLICE ACADEMY

TRAFFIC INVESTIGATION:

OBJECTIVES: *This course is designed for serving policemen. The prupose is to enhance their knowledge and provide them with the ability to deal with day-to-day situations which arise in the Traffic Investigation field.*

DURATION: *Two (2) weeks.*

ARSON INVESTIGATION COURSE

COURSE TRAINING STANDARD
ATLANTIC POLICE ACADEMY

COURSE PURPOSE AND SELECTION CRITERIA

This course is designed to assist the police investigator and Fire Service investigator in his operational performance, with overall objective being, that eventually each will work together, as an investigative team.

DURATION:

- One week

CANDIDATE EQUIPMENT:

- civilian clothes including suit, shirts and ties

COURSE EQUIPMENT

- visual aids
- notebooks
- binders

FLEXIBILITY

Due to the nature of the subject matter on this course it may be necessary to conduct evening sessions.

ATLANTIC POLICE ACADEMY

CRISIS INTERVENTION:

OBJECTIVES: *The objective of this course is to improve the ability of peace officers to handle crisis situations in a manner consistive with reducing officer and disputant's stress, avoid use of force and incidence of injuries and reduce call backs.*

DURATION: *One week (5 days) 0900 - 1700 hours*

ATLANTIC POLICE ACADEMY

ADVANCED DRIVER TRAINING:

OBJECTIVES: To improve the police officer's driving skills by acquainting him/her with his/her limitations and capabilities as well as the limitations and capabilities of his/her vehicle in various police driving situations.

DURATION: Three (3) days.

ATLANTIC POLICE ACADEMY

INTRODUCTION TO DRUGS:

OBJECTIVES: *This course is designed to assist the uniform police officers in their every day Law Enforcement duties. In many situations, the first officer involved in many major or minor violations under the Food & Drug and Narcotic Control Acts is the uniform constable. The main objective of this course is to provide a basic training in drug identification, enforcement and establishing an understanding and liaison between the various agencies involved.*

DURATION: *One week.*

FIELD TRAINERS COURSE

COURSE TRAINING STANDARD

ATLANTIC POLICE ACADEMY

COURSE PURPOSE:

This course is designed to assist Field Training Personnel to increase departmental productivity and effectivness by providing them with many of the skills required in planning training, methods of on-the-job training and skills in handling prople.

DURATION:

- one week

ACTIVITY:

Lectures, demonstrations and role plays will cover:

- teaching learning process
- methods of instructing
- planning field training (Field Training Manual)
- discipline
- evaluations
- performance ratings
- importance of human relations
- supervisory training problems and responsibilities
- interviewing

Upon completion of the course, candidates will have demonstrated their ability in planning, training and handling people for an on-the-job training situation.

ATLANTIC POLICE ACADEMY

POLICE SUPERVISORS COURSE:

OBJECTIVES: *This course is designed for police supervisory personnel. The course objectives are:*

- *to provide skills in police supervision (problem solving in human relations) and*
- *to assist in increasing departmental productivity and effectiveness, and*
- *to improve their communications ability.*

DURATION: *Two (2) weeks, including evenings.*

CANADIAN POLICE COLLEGE

COMMUNITY PROBLEM ANALYSIS AND PROGRAM MANAGEMENT COURSE

CANDIDATES: — *This course is directed at the individual of a Police agency considered to be: a specialist in the area of community problem analysis and program management; a resource for his division/department with the responsibility for evaluating the need or benefit of implementing existing programs dealing with community problems; a person tasked with researching, planning, implementing and evaluating new and innovative approaches to community problems.*

TOPICS:

- *Function of police in society*
- *Community based policing*
- *Community studies*
- *Situational leadership*
- *V.O.L.T. (Volunteer Orientation and Leadership Training)*
- *Media arts*
- *Crime analysis and computer applications*
- *Victim initiatives*

DURATION: *Two (2) weeks.*

ATLANTIC POLICE ACADEMY

ADVANCED POLICE SCIENCE COURSE:

OBJECTIVES: This course is designed to give full time plain clothes investigators a fuller knowledge and understanding of their operational requirements as well as a full understanding of themselves and those they work with. The intent of this program is to further the training of those investigators who will be responsible for the investigation of the more serious criminal activities in their area to the highest possible level of competency.

DURATION: This is a three (3) week centralized course.

CANADIAN POLICE COLLEGE

SENIOR POLICE ADMINISTRATION COURSE

CANDIDATES: -- *Officers and senior N.C.O.s or equivalent, who are in supervisory positions or are about to assume supervisory/managerial responsibilities.*

TOPICS:
- -- *Communication skills*
- -- *Management concepts*
- -- *Human Resource Management*

DURATION: *Five (5) weeks; available in both official languages.*

CANADIAN POLICE COLLEGE

EXECUTIVE DEVELOPMENT COURSE

CANDIDATES:

-- Departments of 15-40 police personnel, the chief of police

-- Departments of more than 40 police personnel, an officer of the rank of inspector, the equivalent or higher, occupying or considered immediately eligible for command and/or policy formulating positions.

TOPICS:

- Management Technology
- Human Resource Management
- Police in Society
- Police Programs
- Communications
- Health Enhancement

DURATION: Eight (8) weeks.

CANADIAN POLICE COLLEGE

MEDIA COMMUNICATIONS COURSE

CANDIDATES: — *Law enforcement personnel who continually deal with the media, such as: public information officers, media liaison officers, chiefs of police, senior officers.*

TOPICS:
- *Role of the public information officer*
- *Functions of the media*
- *Planning media interviews*
- *Simulated interviews*
- *Drafting releases*
- *Law and the media*

DURATION: *Eight (8) days; available in both official languages.*

CANADIAN POLICE COLLEGE

FINANCIAL MANAGEMENT WORKSHOP

CANDIDATES: -- An advanced workshop developed for senior police managers.

TOPICS:
- -- Problem identification in financial management
- — Line budgeting
- -- Program budgeting
- -- Zero based budgeting

DURATION: Four (4) days.

CANADIAN POLICE COLLEGE

COMPREHENSIVE AUDITING FOR POLICE COURSE

CANDIDATES: — Personnel employed or about to be employed as full time auditors

TOPICS:
- — Audit theory
- — Audit procedures
- — Audit reports

DURATION: Eight and one half (8½) days.

CANADIAN POLICE COLLEGE

TECHNICAL TRAFFIC ACCIDENT INVESTIGATION COURSE

CANDIDATES: -- Personnel who are, or about to become, traffic accident investigators, analysts, or instructors, have five years police experience and a demonstrated interest and ability in this field.

TOPICS:

- -- Accident reconstruction
- -- Environmental factors
- -- Highway engineering
- -- Mechanical defects
- -- Damage
- -- Investigational procedures
- -- Federal vehicle standards
- -- Calculations - measurements
- -- Physics and vehicle dynamics
- -- Technical mathematics
- -- Photography

DURATION: Three (3) weeks.

INTERVIEWING & INTERROGATION

COURSE TRAINING STANDARD

ATLANTIC POLICE ACADEMY

COURSE AIMS AND OBJECTIVES

This course is designed to provide expert assistance in the field of Interviewing & Interrogation. It would be natural to expect that it would have a large component dealing with human behavior and psychology along with techniques. The object being that the student will become acquainted with the various methods of interviewing and be able to apply them to his daily work, thereby improving the quality of police service being offered to the public.

CANDIDATE SELECTION CRITERIA

Particular attention should be given to serving police officers presently serving or being considered for plain clothes details. Officers will have successfully completed a recognized course in Crisis Intervention. Additionally, candidates attending this course will have a good general police background, preferably, a minimum of five years. On completion of this course students will be able to conduct themselves in a more competent and professional manner as it relates to Interviewing and Interrogation.

DURATION OF COURSE

This is a one-week course offered at the Atlantic Police Academy and may require a certain amount of night assignments.

DRESS AND EQUIPMENT

Business suits, physical training equipment and running shoes may be brought if the student wishes to take part in after duty activities.

COURSE CONTENT

Practical Psychology	3 hours
Techniques of Interviewing Witnesses and Interrogation of Suspects	7 hours
Polygraph (Practical)	3 hours
Admissibility of Statements	3 hours
Interviewing and Interrogation of Young Offenders	3 hours
Psychology (Normal and Abnormal Behavior)	10 hours
Critique	1 hr.
	30 hours

INTELLIGENCE TRAINING

?HNICAL SURVEILLANCE

?RATION

Phase I - 2 Weeks
Phase II - 5 Weeks

NDIDATES

Personnel of C.I.S.O. member Police Forces who have been:

a) designated as full-time operational technicians, for a period of at least three years, and
b) supplied with the mandatory tools and equipment, and
c) possess electronic background, particularly in relation to telephone communications.

URSE SCRIPTION

The course will provide candidates with the knowledge required to understand telephone communications and the skills and techniques required to intercept private communications in accordance with the law. Candidates must pass Phase I before acceptance for Phase II.

)PICS

Affidavits & Authorizations
Electronic Technology
Electronic Equipment
Evidence & the Court Procedures
Methods of Interception
Tape Recorders
Telephones
Telephone Terminals

TANDARDS

The course will encompass entrance, interim and final examinations. Student evaluation will occur throughout the course and certificates will be issued upon successful completion.

AXIMUM NROLMENT

12 Candidates

988 CHEDULE

Phase I - Jan. 11 - Jan. 22
Phase II - Feb. 15 - Mar. 18

CANADIAN POLICE COLLEGE

MAJOR CRIME INVESTIGATIVE TECHNIQUES COURSE

CANDIDATES:	-- Experienced criminal investigators who have at least three years full-time involvement in criminal investigation, and are dealing particularly with homicide, sexual assaults and other crimes against persons.
TOPICS:	-- The law, the medico-legal autopsy, forensic pathology, laboratory services, sexual assaults and crime scene investigation.
DURATION:	Two (2) weeks; available in both official languages.

CANADIAN POLICE COLLEGE

COMPUTER CRIME INVESTIGATIVE TECHNIQUES COURSE

CANDIDATES: -- *Specifically for full-time white collar crime investigators with no previous computer experience. Candidates require knowledge of basic accounting procedures. The course will provide the student with the knowledge, techniques and methods to conduct an investigation in the computer and electronic data processing environment.*

TOPICS: -- *Computer and electronic data processing fundamentals, computer programming, physical and environmental computer security, computer crime, the law and evidence.*

DURATION: *Four (4) weeks.*

CANADIAN POLICE COLLEGE

COUNTERFEIT INVESTIGATIVE TECHNIQUES COURSE

CANDIDATES: -- Personnel recently employed, or about to be employed, or with units spending the greater portion of their time, on counterfeit investigations. Designed for new investigators or those with less than one year experience in this field, regardless of rank. Credit card fraud or fraud related offences are not part of this course.

TOPICS:
- — Law
- -- Graphic arts
- — Methods of counterfeiting
- -- Paper making
- — Coins
- -- Investigational procedures
- — Genuine note production
- — Central bureau functions

DURATION: Seven (7) days; available in both official languages.

CANADIAN POLICE COLLEGE

CRIMINAL INTELLIGENCE COURSE

CANDIDATE:	-- Personnel employed full-time in intelligence duties, with Canadian police departments having regular membership in Criminal Intelligence Service Canada. (Applications are to be made through provincial bureaus.)
TOPICS:	-- Organized crime and methods to combat it.
	-- Law and other measures aiding Intelligence operations.
DURATION:	Two (2) weeks; available in both official languages.

CANADIAN POLICE COLLEGE

POLICE EXPLOSIVES TECHNICIANS COURSE

CANDIDATES: *Open to:*

-- *Canadian police department which have functional explosive disposal units or are establishing such a unit within the current fiscal year. All units must possess the minimum equipment established by Canadian Bomb Data Center.*

-- *Candidates should be employed on these duties for a minimum of three years after certification and must receive validation training every three years.*

TOPICS:

-- *Explosives - composition, recognition, effect*
-- *Safety*
-- *Disposal of explosives*
-- *Searches and detection of explosives*
-- *I.E.D.s (improvised explosives devices)*
-- *Incendiary devices*
-- *Disruptive techniques*
-- *Bomb scene procedures*
-- *Physical evidence in bomb investigations*

DURATION: *Thirty-two (32) days.*

CANADIAN POLICE COLLEGE

POLICE EXPLOSIVES TECHNICIANS VALIDATION COURSE

CANDIDATES: — *Certificate holders of Police Explosives Technicians Course - every three years.*

TOPICS:
- *Updating new techniques*
- *Bomb scene procedures*
- *Disposal techniques*
- *Disruptive techniques*
- *Evaluation and practical exercises*

DURATION: *Two (2) weeks.*

CANADIAN POLICE COLLEGE

DRUG INVESTIGATIVE TECHNIQUES COURSE

CANDIDATES: -- *Personnel recently employed, or about to be employed, or from units spending the greater portion of their time, on drug enforcement. Designed for new investigators or those with less than one year experience in this field, regardless of rank.*

TOPICS:

- *History of drug abuse*
- *International & national trafficking*
- *Organized crime*
- *Motorcycle Gangs*
- *Psychology of drug abuse*
- *Drug legislation*
- *Investigational techniques*

DURATION: *Two (2) weeks; available in both official languages.*

CANADIAN POLICE COLLEGE

COMMANDERS COURSE - HOSTAGE BARRICADED PERSONS

CANDIDATES: — Senior personnel required to command operations in hostage and/or barricaded persons situations. Personnel below the rank of S/Sgt. will be considered if adequate supporting documentation is submitted.

TOPICS:
- — Psychotic behaviour
- — Criminal behaviour
- -- Contemporary terrorism
- -- Enforcement personnel behaviour
- — Negotiators
- -- Specialized personnel and equipment
- -- Tactical deployment of personnel
- — Tactical problems

DURATION: Four (4) days.

CANADIAN POLICE COLLEGE

FITNESS LEADERSHIP COURSE

CANDIDATES:	— Personnel employed or about to be employed as instructors in a physical fitness and health capacity.
TOPICS:	— Life Quality enhancement — Techniques in leadership of various fitness and health promotion activities — Fitness evaluation
DURATION:	Two (2) weeks.

CANADIAN POLICE COLLEGE

IDENTIFICATION METHODS AND TECHNIQUES COURSE

CANDIDATES:

Open to:

- *Canadian police departments which have functional identification services, or are establishing functional identification services during the current fiscal year.*

- *Police personnel from accredited police forces who have approximately five years investigational experience and are presently employed or about to be employed on a full time basis as identification investigators.*

TOPICS:

- *Photography*
- *Fingerprints*
- *Physical evidence*
- *Scenes of crime*
- *Scale Drawing and Charts*

DURATION:

Forty-two (42) days; available in both official languages.

CANADIAN POLICE COLLEGE

INSTRUCTIONAL TECHNIQUES COURSE

CANDIDATES:	-- Personnel employed, or about to be employed, on instructional duties in a teaching role as opposed to public speaking.
TOPICS:	-- Improving delivery -- Theory and methods of instruction -- Use of training aids.
DURATION:	Two (2) weeks; available in both official languages.

CANADIAN POLICE COLLEGE

A SYSTEMS APPROACH TO TRAINING DESIGN AND DELIVERY COURSE

CANDIDATES: — *Law enforcement personnel on full-time authorized training units. The course is partially presented by the self-paced instructional method.*

TOPICS:
- -- *Performance analysis*
- — *Task Analysis*
- -- *Target Population*
- -- *Preparing criterion tests*
- -- *Implement alternate*
- — *Instructional methods*
- — *Evaluate courses*

DURATION: *Two (2) weeks.*

CANADIAN POLICE COLLEGE

MULTI-CULTURAL EDUCATION TRAINERS' COURSE

CANDIDATES: -- Personnel who research, design, and deliver multicultural training to their personnel.

TOPICS:

- Culture
- Values
- Government policy
- Prejudice and discrimination
- Asians in Canada
- Culture shock
- Program development
- Syndicate Presentation

DURATION: Two (2) weeks.

ATLANTIC POLICE ACADEMY

YOUTH OFFICERS COURSE:

OBJECTIVES: *This course is designed to prepare police officers for handling young people with whom they must interact either in a law enforcement or protective relationship. It contains a human relations and an abuse component, together with an outline of the Young Offenders Act and the changes necessary in court procedure. It also gives an understanding of the operation of a Youth Bureau and of diversion standards and procedures.*

DURATION: *Five (5) days.*

APPENDIX E

IMPLEMENTATION OF MINIMUM TRAINING CONTINUUM - COST TO MUNICIPALITIES

COURSE	LOCATION	COMMENTS	# OFFICERS/ YEAR	DURATION	COST COVER-OFF	COST ACCOMM.	COST TRANSPORTA.	COURSE (PROV. COST)
1. C.P.R.	local	Officers responsible for qualifying on their own	740	1 day	--	--	--	--
2. Local Bylaws	local	On-the-Job Training	20	2 days	--	--	--	--
3. Force Continuum	local	NEW COURSE (see below)*						
4. C.P.I.C.	R.C.M.P. local		variable	1 day	--	--	--	--
5. Alert	R.C.M.P. local		variable	½ day	--	--	--	--
6. Force Continuum Requalifica.	In-Province							
PHASE 1:								
a) Firearms/ ACT		must requalify every 2 years	365	1 day	$ 64,240	--	--	use in-province police trainers
b) Mace		must requalify every 2 years	240	1 day	$ 42,240	--	--	$ 4,800
PHASE 2:								
c) Inter-personal Relations		must requalify every 5 years	100	1 week	$ 88,000	--	--	$12,800
7. Crime Prevention	A.P.A.		20	1 week	$ 17,600	$ 2,300	$ 4,060	--
8. General Police Science	A.P.A.		20	3 week	$ 52,800	$ 6,900	$ 4,060	--
9. Fire Investigation - Level I	Waverley Fire School		40	1 week	$ 17,600	--	--	$13,000

COURSE	LOCATION	COMMENTS	# OFFICERS/ YEAR	DURATION	COST COVER-OFF	COST ACCOMM.	COST TRANSPORTA.	COURSE (PROV. COST)
10. Crisis Intervention	A.P.A.		20	1 week	$ 17,600	$ 2,300	$ 4,060	--
11. Advanced Driver Training	In-Province (Shearwater)	--	20	3 days	$ 10,560	$ 1,800	$ 2,900	--
12. Introduction to Drugs	A.P.A.	--	12	1 week	$ 10,560	$ 1,380	$ 2,436	--
13. Effective Presentation	A.P.A.	--	5	1 week	$ 4,400	$ 575	$ 1,015	--
14. Crisis Intervention Trainers	A.P.A.	--	10	2 weeks	$ 17,600	$ 2,300	$ 2,030	--
15. Supervisors	A.P.A.	--	12	2 weeks	$ 21,120	$ 2,760	$ 2,436	--
16. Community Problem Analysis	C.P.C.	--	10	1 week	$ 8,800	--	--	no cost - C.P.C.
17. Advanced Police Science	A.P.A.	--	5	3 weeks	$ 13,200	$ 1,725	$ 1,015	--
18. Senior Police Administrators	C.P.C.	--	3	5 weeks	$ 13,200	--	--	no cost - C.P.C.
19. Labour Negotiations	C.P.C.	--	5	1 week	$ 4,400	--	--	no cost - C.P.C.
20. Media Communications	C.P.C.	--	5	8 days	$ 7,040	--	--	no cost - C.P.C.
21. Executive Development	C.P.C.	--	3	8 weeks	$ 24,000	--	--	no cost - C.P.C.
22. Financial Management	C.P.C.	--	5	4 days	$ 4,000	--	--	no cost - C.P.C.

COURSE	LOCATION	COMMENTS	# OFFICERS/ YEAR	DURATION	COST COVER-OFF	COST ACCOMM.	COST TRANSPORTA.	COURSE (PROV. COST)
23. Comprehensive Auditing	C.P.C.	--	5	8½ days	$ 8,500	--	--	no cost - C.P.C.
TOTAL (regular courses)					$447,460	$22,040	$24,012	$30,600
Specialist Training	A.P.A.	--	50 (approx.)	varied total - 420 days	$ 73,920	$ 9,660	$17,052	--
	C.P.C.	--	20 (approx.)	varied total - 200 days	$ 35,200	--	--	no cost - C.P.C.
TOTAL (specialist courses)					$109,120	$ 9,660	$17,052	
TOTAL (all courses)					$556,580	$31,700	$41,064	$30,600

GRAND TOTAL: $629,344 (Municipal)

$ 30,600 (Provincial)

TOTAL TRAINING DAYS:

A.P.A.	1,300 days
C.P.C.	542 days
OTHER	2,225 days

* The Force Continuum (Phase 1) consists of 1 day of Firearms training, 1 day of Arrest Control Tactics, 1 day of Mace Training; Phase 2 consists of 5 days of Verbal Communications training. Phase 1 has now been virtually completed at a cost to the Province of $42,400. Phase 2 (remaining components) will begin in 1990-91. The estimated cost of Phase 2 training for all police officers in the Province is $64,000.